

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

DELAWARE RIBBON MANUFACTURING

Delaware Valley Industrial Resource Center

Delaware Ribbon Manufacturing Improves On-Time Delivery

Client Profile:

Delaware Ribbon Manufacturing was established in 1940 and the fourth generation of the founding family is operating the business. The company manufactures gift ribbons and bows, with a high seasonal content at Christmas. Delaware Ribbon Manufacturing is located in a five-story, 65,000 square-foot facility with another 120,000 square-feet of warehouse space in two off-site facilities. It has a union workforce of less than 250 people.

Situation:

Delaware Ribbon Manufacturing needed to improve its on-time delivery performance. The company believed the biggest impediment to achieving this goal was the length of set-up times for long production runs. Delaware Ribbon Manufacturing contacted the Delaware Valley Industrial Resource Center (DVIRC), a NIST MEP network affiliate, for help facilitating and implementing a set-up reduction event.

Solution:

DVIRC performed a two-day set-up reduction on the Meyers Ribbon Spooling Machine. A cross-functional team of employees participated in the event. DVIRC led the team through classroom instruction and a review of videotapes from set-up events at other manufacturers to introduce new ways of accomplishing goals and "thinking outside the box." The next step took DVIRC and the team onto the shop floor to observe and videotape the current set-up process. Team members performed the sample set-up as well as recorded and timed the steps of the process.

With the help of DVIRC, the team reviewed the videotape and made observations, then performed a reduction analysis. Then the team compiled an improvement list and performed machine and tooling modifications immediately, where feasible. Building on observations and recent improvements, the team performed and videotaped another set-up to measure and validate improvements. It also prioritized the improvements that were more substantial and would be implemented at future dates.

Results:

Reduced set-up time for the Meyers Ribbon Spooling Machine by 85 percent.
Improved on-time delivery performance.

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Reduced costs.

Testimonial:

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